

## Moustafa Osman – Disaster Management Expert

*International humanitarian relief and development expert and a Visiting Lecturer of Disaster Management at Birmingham University (UK). He has extensive experience in preparing for and responding to complex emergencies and natural disasters. Moustafa is a reference point and regular commentator on humanitarian issues in international media. He is a master trainer for SPHERE (humanitarian charter and minimum standards in disaster response) and INEE (Interagency network for Emergency Education) in English and Arabic. Since 2006 he has been an independent consultant to UN and other major humanitarian agencies; until end 2012 he was also the Head of the Humanitarian Department at Islamic Relief Worldwide. Moustafa has over 20 years experience in humanitarian and post conflict rehabilitation.*

**Academic qualifications:** Moustafa has an MSc Development Practice & Humanitarianism (thesis to be submitted on integrated approach to disaster recovery) from Oxford Brookes University (UK), a Post Graduate Diploma in Development Administration from Birmingham University (UK); he has obtained an LL.B, Law and B.A., Physical Education from Alexandria University, Egypt.

### Contact:

Email: moustafa@osmanconsulting.co.uk  
Phone: +44-7720-150087  
Skype: Moustafao292  
LinkedIn: <http://uk.linkedin.com/in/moustafaosman/>  
Website: <http://www.osmanconsulting.co.uk>

### CAREER RESUME

Nov '06 - **Founder/ Director, Osman Consulting, Osman Consulting, UK**  
current *Due to demand for my skills and experience outside IRW, I initiated Osman Consulting in 2006, formalised it in 2008 and focusing on it full time from 2013.*

Sample achievements:

- ≡ Training and capacity building in '13, e.g.: OIC, UNESCO Viet Nam, INEE, Sphere, Iraq Red Crescent, Save the Children, e.g. in education in emergencies and disaster risk reduction
- ≡ Project implementation, e.g. shelter and food projects in Myanmar ('13)
- ≡ Capacity building to improve the quality of education before, during and after disasters, e.g. Egypt, Libya, Viet Nam (2012- '13), Lebanon (2013)
- ≡ Carrying out change organisation programme including organisational compliance and developing self-regulation, establishing rapid response team, training and capacity building, human resources, and media with some Middle Eastern organisations (2010-'11 and '13)
- ≡ As accredited Sphere ToT Trainer (English & Arabic) lead numerous SPHERE and INEE ToT in numerous countries and settings since '06
- ≡ Part of the global Sphere 2010 Review Committee
- ≡ Professional proofreading & editing of the INEE , Sphere training pack and *IASC Guidelines on Mental Health and Psychosocial Support in Emergencies Setting*, Arabic (UNICEF, 2007) and *The Good Enough Guide, Impact Measurement and Accountability in Emergencies*, Arabic (CARE USA, 2007)
- ≡ Testing, reviewing the translation of the training pack of the *INEE*

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*Minimum Standards for Education in Emergencies, Chronic Crises and Early Reconstruction, Arabic (CARE USA, 2006)*

- Feb '07 - current     **Visiting Lecturer, Birmingham University, UK**  
Teaching full module on Disaster Management annually, for Post Graduate students (MBA & MSc), including programme design, delivery and setting assessment question, marking, giving feedback to students.
- Oct '05 – Jan '13     **Head of the Humanitarian Department, Islamic Relief Worldwide, UK**  
*Overall responsibility of preparedness and building the organisation's capacity to respond to major disasters*  
Key achievements:
  - ≡ Developing department strategy including disaster preparedness, Risk reduction and response
  - ≡ Setting up a number of emergency response operations, including Aceh, Kashmir, DRC, Sechuan (China), Yemen, Iraq, Haiti, Libya.....etc)
  - ≡ Building and maintaining a global emergency response team
  - ≡ Developing field operational manuals and systems (incl. SOPs)
- Jan '03 – July '04     **Head of Emergency Relief Department, Islamic Relief Worldwide,**  
*Overall responsibility for relief and rehabilitation programmes. Monitoring & evaluating field programmes and managing at a distance. Including providing advice, support and guidelines to field offices and representatives.*
- Sept '00 – Jan '03     **Regional Programme Manager, South & South-East Asia, Islamic Relief, UK**  
*Overall responsibility for relief and rehabilitation programmes in countries IR operates in South and South-East Asia.*  
Key achievements:
  - ≡ Establishing 3 new countries offices and operations (China, Indonesia and Iraq)
  - ≡ Evaluating and reviewing the present programmes and developing a strategy and action plan to overcome weaknesses.Developing a wide network with NGOs, donors and media involved in the region.
- Sept '98 – Sept '00     **Resource & Information Manager , Islamic Relief, UK**  
*Responsible for providing a central base of information, research, training and support including contributing to policies strategies and decision making.*  
Key achievements:
  - ≡ Establishing a new department, including developing structure, strategy, policy and procedure
  - ≡ Institutional donor research (survey of eight major international donor agencies)
  - ≡ Networking with other organisations for future co-operation.
  - ≡ Developing a basic library database.
  - ≡ Organising training programmes for technical, senior managers, and front line fundraising staff

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Feb '96 – **Emergency & Relief Manager, Islamic Relief, UK**  
Sept '98 *Overall responsibility for relief and rehabilitation programmes. Monitoring & evaluating field programmes and managing at a distance. Including providing advice, support and guidelines to field offices and representatives.*

Key achievements:

- ≡ Planning, managing, monitoring and evaluating 2 annual relief campaigns worth £6m (covering 30 countries).
- ≡ Managing emergency operations in Pakistan, Sudan, Bangladesh, Bosnia, Chechnya, and Iraq
- ≡ Developing an Emergency Relief strategy paper including detailed procedure to be followed in the case of emergency
- ≡ Promoting the organisation by attracting media attention
- ≡ Developing IR Emergency Relief Manual.

Jan '94 - **Manager of Field Offices, Islamic Relief, UK**  
Feb '96 *Responsible for the management of a team of project officers and country managers across Asia, Europe and Africa. Managing relief & development projects at the local and international level.*

Key achievements:

- ≡ Applying major organisational change including (re-evaluating Field Offices – restructuring, downsizing, resulting in a effective cut back in operating expenditure).
- ≡ By negotiation with host government and field staff on behalf of the organisation.
- ≡ Developing personnel policy and procedure,(term of reference
- ≡ Design and implementation of training programme for field staff, to transform the way of work from voluntary basis to professional basis.
- ≡ Recruiting new staff
- ≡ Solving problems (Sudan, Bosnia, Russia)
- ≡ Teaching field staff and introducing them to the organisation and the principles of aid work

May '93 - **Middle East Fundraiser, Islamic Relief, UK**  
Jan '94 *Building relationship with donors from the Middle East, visit the Gulf area to promote projects.*

Key achievements: raised £ 2m; solving problems with donors through negotiations, recruiting new donors from the Gulf

Sept '92 - **Deputy Regional Manager, Human Relief Agency, Zagreb, Croatia**  
April '93 *Assisted Director in daily running of field office. Responsible for coordinating projects for refugees. Fundraising locally and internationally.*

Key achievements: Building relations with organisations and individual businessmen from the Middle East and the Far East (Pakistan, Malaysia and Indonesia)

May '92 - **Branch Manager, Human Relief Agency, Alexandria, Egypt**  
Aug '92 *Organised fundraising events, promoted the charity's work, represented them at local events.*

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### **FIELD/ HUMANITARIAN AID MISSIONS**

These missions were based on assignments between 2-12 weeks.

#### **Middle East**

##### **Libya/ Tunisia/ Mission leader 2011-2012; '12-'13**

**Egypt** Needs assessment, set up emergency response operations, built the capacity of offices, led management of camps on behalf of UNHCR and IFRC. Coordination of service providers' efforts in helping the refugees. Negotiation with several governments for the benefits of transfer of third country nationals (TNCs).  
In '12-'13: **consultant** on education in transitional situation

##### **Yemen Mission leader 2009, '10, '11, '12**

Needs assessment, set up emergency response operation, built the capacity of IRY office, set up Al-Mazraq & Khaiwan IDPs camps on behalf of UNHCR. Coordination of service providers' efforts in helping the IDPs. Negotiation with GOY for the benefits of the IDPs. Also conducting mid term programme review and developing Humanitarian response strategy.

##### **Lebanon & Syria Head of Mission 2006, '11, '12-'13**

Overall management of the operation setting up relief operation, monitoring and evaluating relief programmes, applying strategic reform and supervising handover process.  
'13: Numerous visits for disaster response, with focus on education in emergencies

##### **Iran Head of Mission 2004**

Setting up an earthquake relief and rehabilitation operation including camp management, and overseeing a house construction programme following the earthquake in Bam.

##### **Iraq Head of Mission 2001, '02, '03,**

Overall responsibility of programme initiation, including negotiation and coordination with the government officials, UN, coalition forces, local organisations; programme identification, staff recruitment and training, office set up.

##### **Programme Manager 1998**

Needs assessment, project proposal, establishing network with implementing partners, training new partners, and implementing emergency operation, monitoring and evaluation.

**2012-'13 - consultant:** research assignment on durable solution for IDPs and capacity building of Governorate Emergency Cells

##### **Jordan 1996- '98, '03**

Identifying local partners and sorting out logistical problems, setting up of a liaison and logistics office.

##### **Palestine Evaluation 1999**

Evaluating development programmes funded by DFID, and suggesting programme adjustments

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## Central & Eastern Europe

**Bosnia Acting Country Director 2002**  
Special mission for downsizing/ scaling down the operation, restructuring the office, solving financial and HR problems.

**Kosovo Programme Manager and Country Representative – June- August 1999; provision of training 2010**  
Establishing new field operation, including needs assessment, project proposals, recruiting and training local staff, setting up office.

**Albania Monitoring & Evaluation 1994, '95, '96, '99**  
With special duties of restructuring the office, recruiting new staff, training of local staff and applying new policy.

**Croatia 1993- '96 & '98**  
Programme management, donor, reporting, monitoring & evaluation and implementing withdrawal plan, closing down operation and shifting operation to Bosnia

## CIS

**Chechnya Programme Manager Dec 1995 – Jan '96**  
Setting up new office, recruiting staff, needs assessment, managing and implementing emergency operation

**Russia & Ukraine 1996**  
Implementing withdrawal plan and closing down operation.

**Azerbaijan 1996**  
Monitoring and evaluation and programme adjustment.

## Africa

**Kenya, Somalia & Ethiopia 2006, '11**  
Review of Drought response programme and strategy including needs and resources assessment, HR assessment and office structure review and scaling up operation in the horn of Africa region in order to cope with the magnitude of the disaster.

**2012-'13**

Trainer on disaster management; consultant on researching impact of counter-terrorism measures on principled humanitarian action

**Chad 2004**  
Needs assessment mission regarding refugees from Darfur who had crossed the border to Chad

## **Mozambique 2000**

Needs assessment and designing a resettlement programme for flood victims in Maputo and Gaza provinces, including identification, negotiation, and training of local implementing partners.

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### **DR Congo 2009**

Initiated and led six month emergency response.

### **Sudan Monitoring & evaluation 1994**

Addressing key issues in the Sudan field office and programmes including finalising donor reports.

## **Asia**

### **China Head of Mission 2001, '02, '05**

Needs assessment, negotiation with government officials, international and national NGOs, programme and local partner identification.

### **Indonesia 1999 - 2005**

- April 1999: Needs & Resources Assessment Mission
- 2002: Programme design and set up country office
- January, March and July 2005: set up an emergency response operation office in Aceh, needs assessment, programme design, implementing quick impact projects, programme review, restructuring and monitoring.
- Head of Tsunami Relief and Rehabilitation Task Force, managing multi-donor and multi-sectoral projects.

### **Burma/ Myanmar 2008 - 2009- 2013**

Led Cyclone Nargis emergency response, including setting up operation, strategy, planning and regular review. In 2013 coordinated shelter project for an Arab donor and organised food distribution for 2 UK INGOs.

#### **2013**

Led implementation of shelter project in Rakhine State and oversaw food distribution programme

### **Pakistan Needs assessment - April 1993; provision of training November 2006, technical and management support 2009; led flood response 2010**

Conducting needs assessment in Azad and Jammu Kashmir for IDPs as a result of cross border fighting, providing advice and technical support to Medan emergency operation on the border with Afghanistan 2009.

### **Viet Nam 2012 - 2013**

Several visits to focus on disaster risk reduction, especially through awareness and preparedness in the education sector, month at a time.

## **Americas**

### **Haiti Led earthquake response 2010-2012**

Initiated response, set up country office, including setting up operation, strategy, planning and regular review.

## **PUBLICATIONS**

- contributed to Middle-East part of UN OCHA 'Impact of counter-terrorism measures on principled humanitarian action' (2013);  
[https://docs.unocha.org/sites/dms/Documents/CT\\_Study\\_Full\\_Report.pdf](https://docs.unocha.org/sites/dms/Documents/CT_Study_Full_Report.pdf)

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- In kind donations, who really wins?, Overseas Development Institute, Humanitarian Practice Network publication, March 2011; <http://www.odihpn.org/humanitarian-exchange-magazine/issue-49/in-kind-donations-who-benefits>
- Tsunami Aftermath: Development of an indigenous homegarden in Banda Aceh, Urban Agriculture (UA) Magazine no. 21 - Linking Relief, Rehabilitation and Development: A role for urban agriculture?, July '09, [www.ruaf.org/sites/default/files/UAM21%20p.29-30.pdf](http://www.ruaf.org/sites/default/files/UAM21%20p.29-30.pdf)
- Muslim NGOs and Islam: How to counter the image of 'missionaries and spies', Europe's world, Autumn '06, [www.europesworld.org/SearchByAuthor.aspx?AuthorId=150](http://www.europesworld.org/SearchByAuthor.aspx?AuthorId=150)
- Muslim NGOs bridge the cultural gap, Article, Humanitarian Review, Autumn '02, [www.globalpolicy.org/ngos/aid/2003/0124muslim.htm](http://www.globalpolicy.org/ngos/aid/2003/0124muslim.htm)
- 292 in Abu Ghraib prison, an eyewitness account from behind the scenes, book, Spring '04 (in Arabic) [while in Iraq as an aidworker I was suspected of being a spy by the Saddam regime]

*Details of global assignments, clients and referees are available upon request.*

*Dated: December 2013*